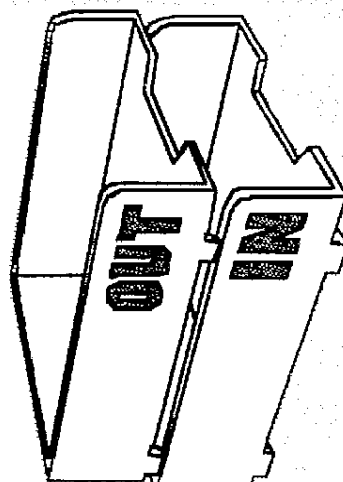


# 1995 C-Store Retail Masters Research



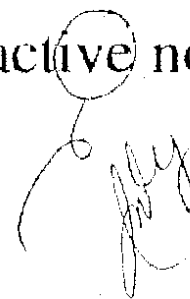
Approved and signed  
by the group, 12/1/95  
12/1/95  
12/1/95

*[Handwritten signature]*

# Objectives

---

- To examine differences between Retail Masters and non-Retail Masters accounts, in terms of:
  - Retailer service expectations/satisfaction
  - Retailer perceptions of the R.M. program
- To examine strengths and weaknesses of the R.M. program
  - Strengthen R.M. selling story to attractive non-R.M. accounts



# Methodology

---

- In-store interviews with convenience store retailers
  - July 31st-August 28th, 1995
  - 511 store level owners/managers (quantitative)
- Store level analysis focus:
  - Retail Masters vs. non-Retail Masters accounts

# Presentation Contents

---

- Key Findings -- "The Story"
- Detailed Store Level Findings
  - Support Services Expected
  - Performance Ratings
  - Expectation/Performance Gaps
  - Retail Masters General Benefits/Problems
  - Retail Masters Elements Feedback
- Summary
- Recommendations

# The Story

- For R.M. accounts:
  - Retailers expect informed sales reps. who visit regularly, and PM is highest-rated company
  - Oversatisfying merchandising expectations ?
  - R.M. accounts feel the program helps sales/profits
    - Payments and promotions seem most popular elements -- visibility, category management principles less recognized
  - PM not perceived as helping grow total cigarette category (RJR better here) perceived as
  - PM perceived poorly on flexibility
- For non-R.M. accounts:
  - Weaker perception of R.M. benefits
  - Non-R.M. accounts prefer RJR (and B&W) to PM



# Support Services Expected from Cigarette Companies

# The Story -- Service Expectations

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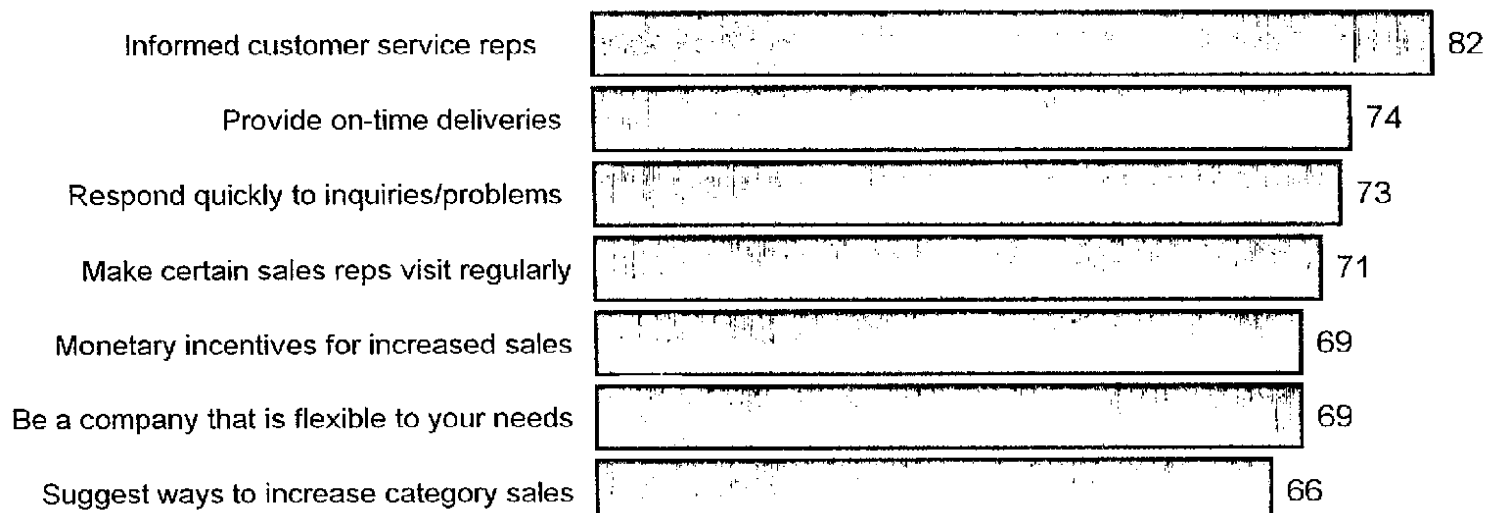
- Retailers have highest expectations for sales rep.-related activities
  - Highest retailer expectation is for informed manufacturer sales reps.
- R.M. and non-R.M. accounts rank important services similarly
  - R.M. accounts have slightly higher service expectations
  - Both place relatively low emphasis on merchandising activities (relates to PM's objectives for the Section 23 test)

Overall, Retailers have the highest expectations for "informed customer service reps" "providing on-time deliveries" and "responding quickly to inquiries"

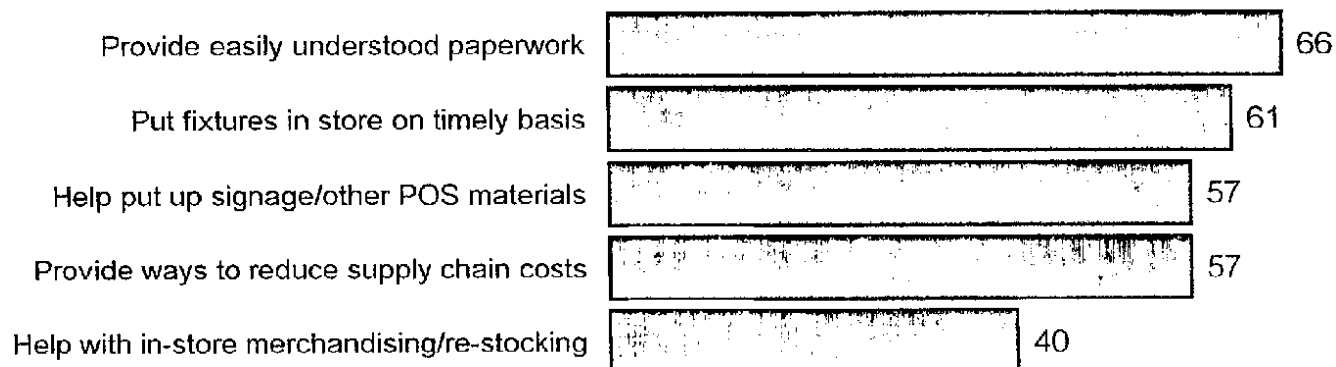
### SERVICES EXPECTED FROM CIGARETTE COMPANIES

-By Total Sample (% with High Expectations-10,9,8)-

#### Support Services with Higher Expectations



#### Services with Lesser Expectations



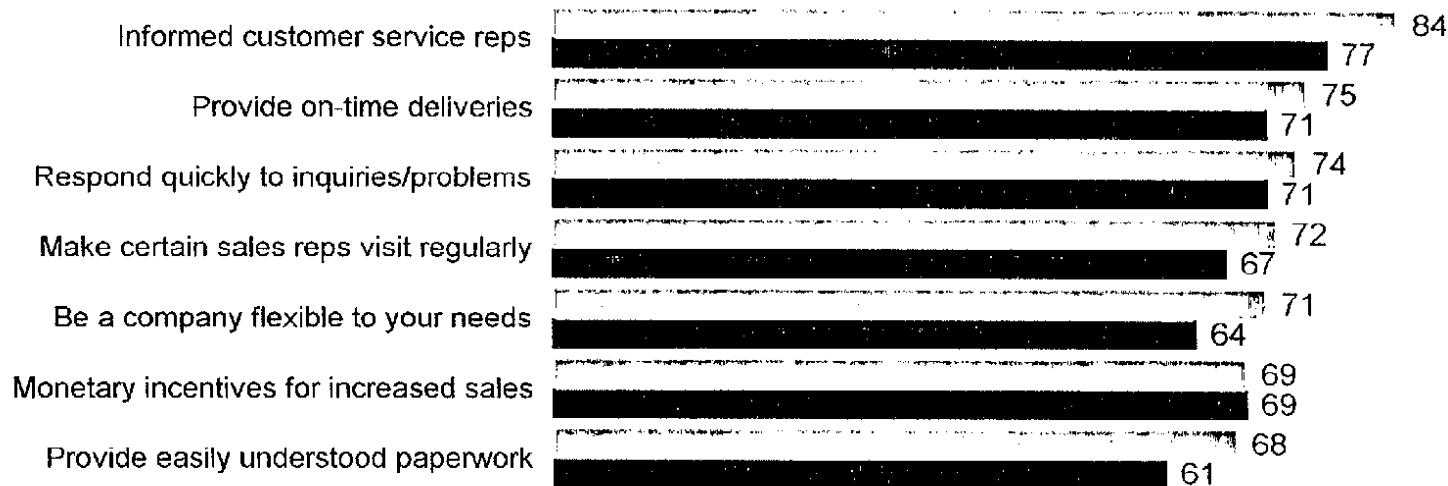


Retailers place the highest service expectation on a cigarette company's customer service rep support. Lowest service expectations are apparent for in-store merchandising activities. Non-RM retailers generally have lower expectation levels, but their ranking of the various services varies little from RM retailers.

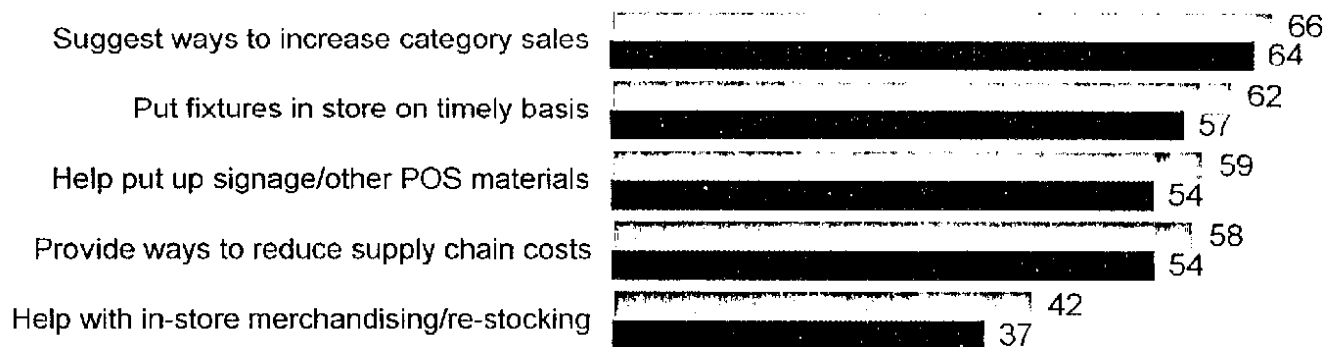
### SERVICES EXPECTED FROM CIGARETTE COMPANIES

(% with High Expectations -10/9/8)

#### Support Services with Highest Expectations



#### Services with Lesser Expectations



□ Retail Masters Plan Members ■ Non-RM Plan Members

*Handwritten signature and note:*  
*Travis mixed*

# Support Service Categories and Attributes

- Support Service-Driven
  - Company is flexible to your needs
  - Sales reps. are informed and knowledgeable
  - Sales reps. visit regularly
  - Respond quickly to service inquiries or problems
- Financial Reward Expecting
  - Help increase total cigarette category sales
  - Provide ways to reduce supply chain costs
  - Offer monetary incentives for increased sales
- Task Relief/No Added Responsibilities
  - Put fixtures in your store on a timely basis
  - Help put up signage and other POS
  - Help with in-store merchandising and shelf restocking
- Store Efficiency
  - Provide on-time deliveries
  - Provide easily understood paperwork

*Expectations?*



# Performance Feedback

2041988112

# The Story -- Service Performance

---

- R.M. accounts very positive about PM's service performance
  - Highest ratings for: informed TSMs, quick response to problems, \$ incentives
- For R.M. accounts, PM is meeting most expectations
  - Opportunity to improve flexibility and "category consulting" aspects
- Non-R.M. accounts rate RJR much higher than PM
- For non-R.M. accounts, there are significant expectation/performance gaps
  - Especially for responsiveness and flexibility

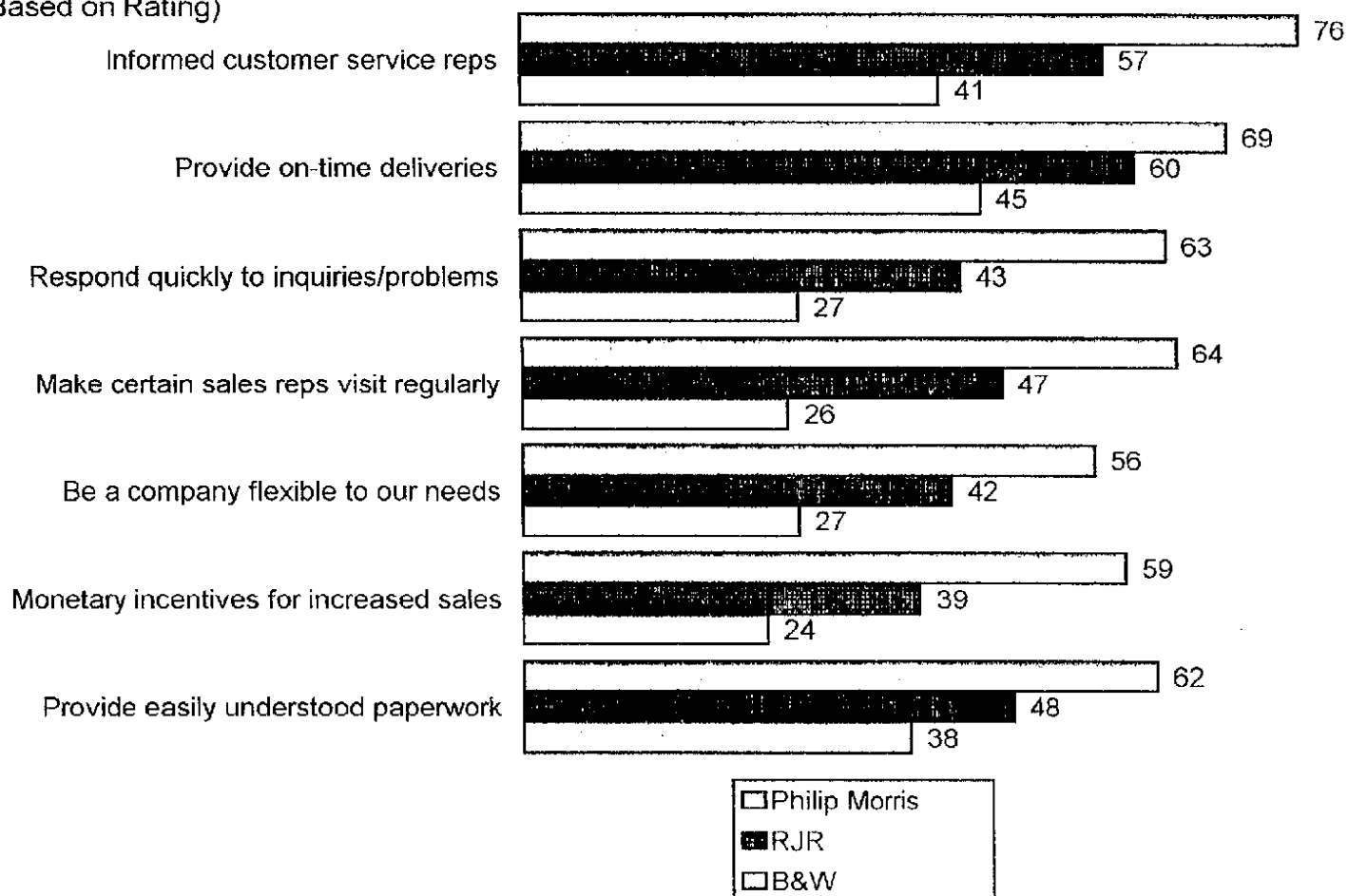
RM Plan Members rate Philip Morris better than RJR & B&W on all support services, particularly on having Informed customer service reps, responding quickly to inquiries and monetary incentives for increased sales.

# EVALUATION OF CIGARETTE COMPANIES PROVIDING SERVICES WITH HIGHEST EXPECTATIONS

-By Retail Masters Members (% with Positive Evaluation-10/9/8)-

## Support Services with Highest Expectations

(Based on Rating)



Note: Ratings for RJR and B&W are significantly different from PM at 95% confidence level on all services

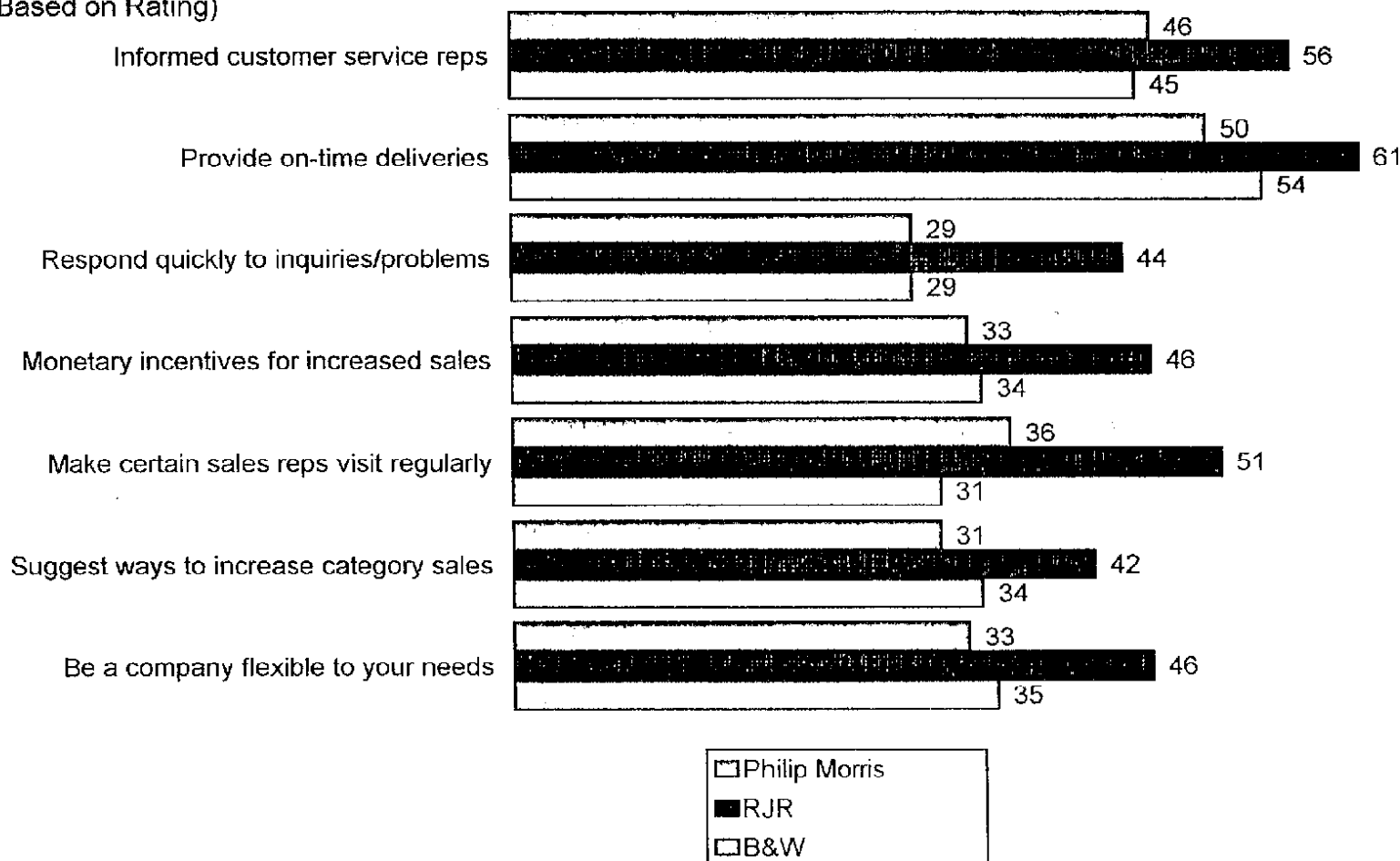
Non-RM retailers rate RJR substantially better, and B&W similarly, on all of the most important support services.

# EVALUATION OF CIGARETTE COMPANIES PROVIDING SERVICES WITH HIGHEST EXPECTATIONS

-By Non-RM Members (% with Positive Evaluation-10/9/8)-

## Support Services with Highest Expectations

(Based on Rating)



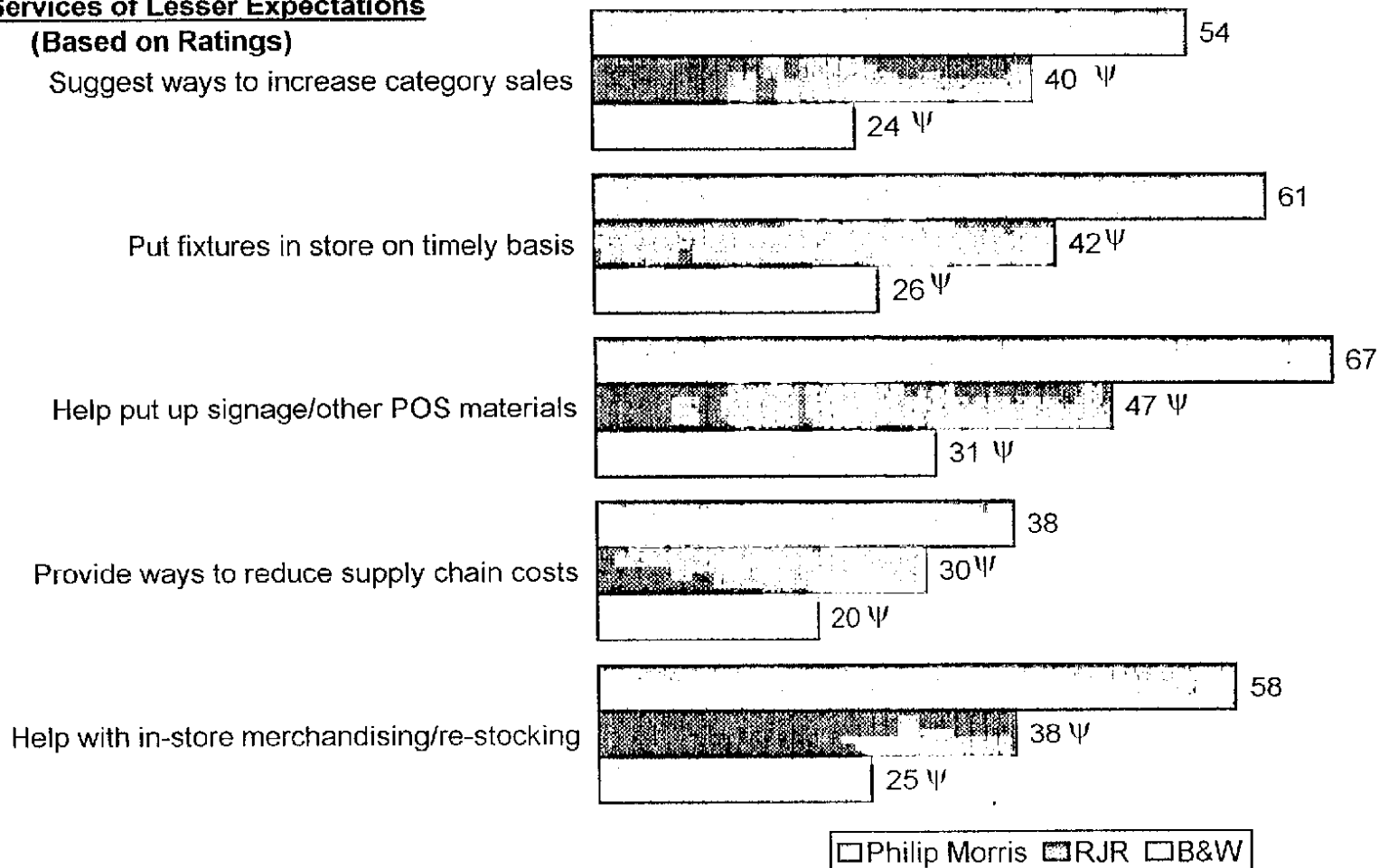
Note: Ratings for RJR are significantly different from PM at 95% confidence level on all services

RM Plan Members also give Philip Morris a better evaluation on providing those services of lesser importance, particularly the merchandising activities.

# EVALUATION OF CIGARETTE COMPANIES PROVIDING SERVICES OF LESSER EXPECTATIONS

-By Retail Masters Members (% with Positive Evaluation-10/9/8)-

## Services of Lesser Expectations (Based on Ratings)



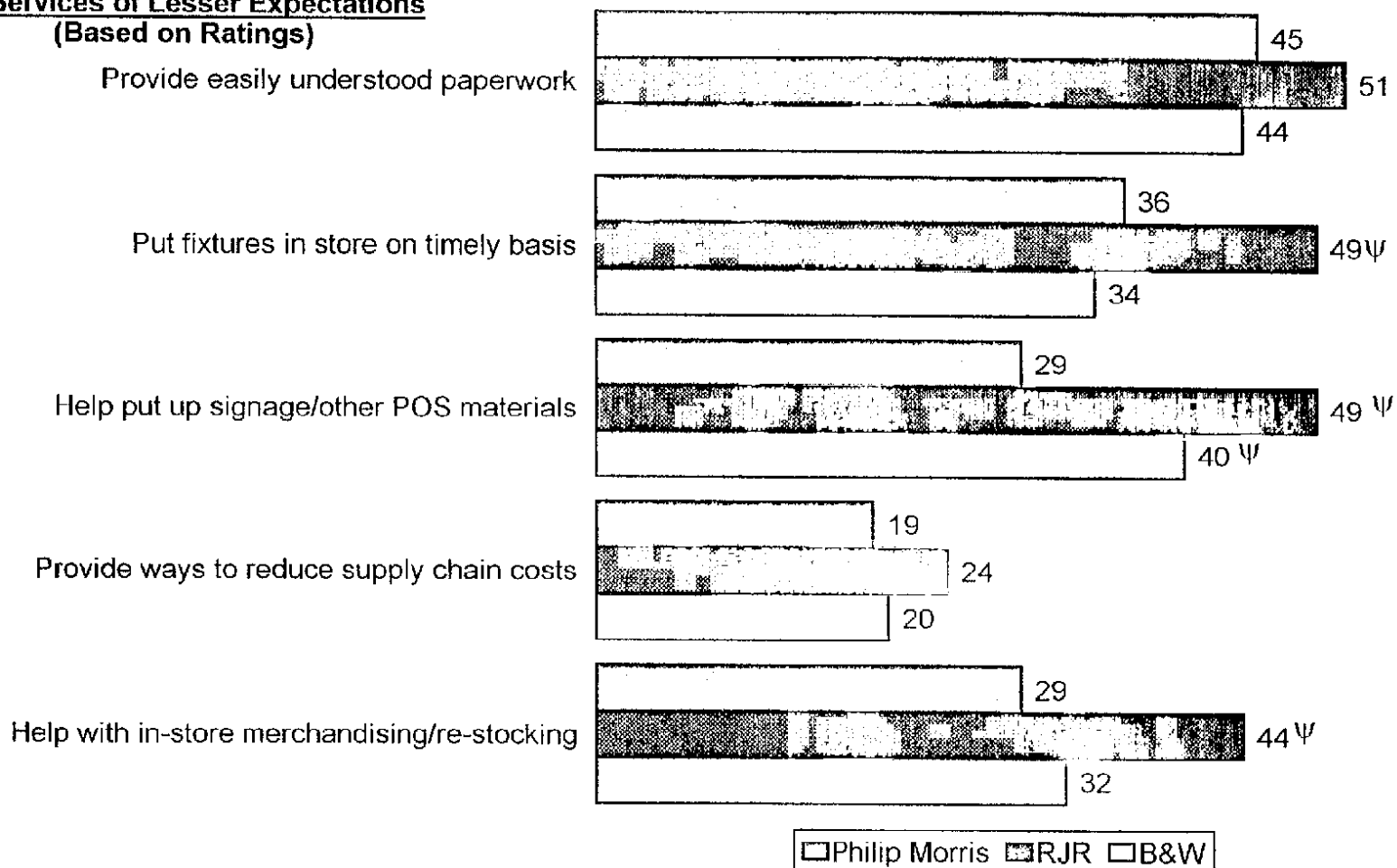
Ψ Note: Significantly different from PM at 95% confidence level

Non-RM Members also rate RJR better, and B&W similarly or better, on the support services of lesser importance.

# EVALUATION OF CIGARETTE COMPANIES PROVIDING SERVICES OF LESSER EXPECTATIONS

-By Non-RM Members (% with Positive Evaluation-10/9/8)-

## Services of Lesser Expectations (Based on Ratings)

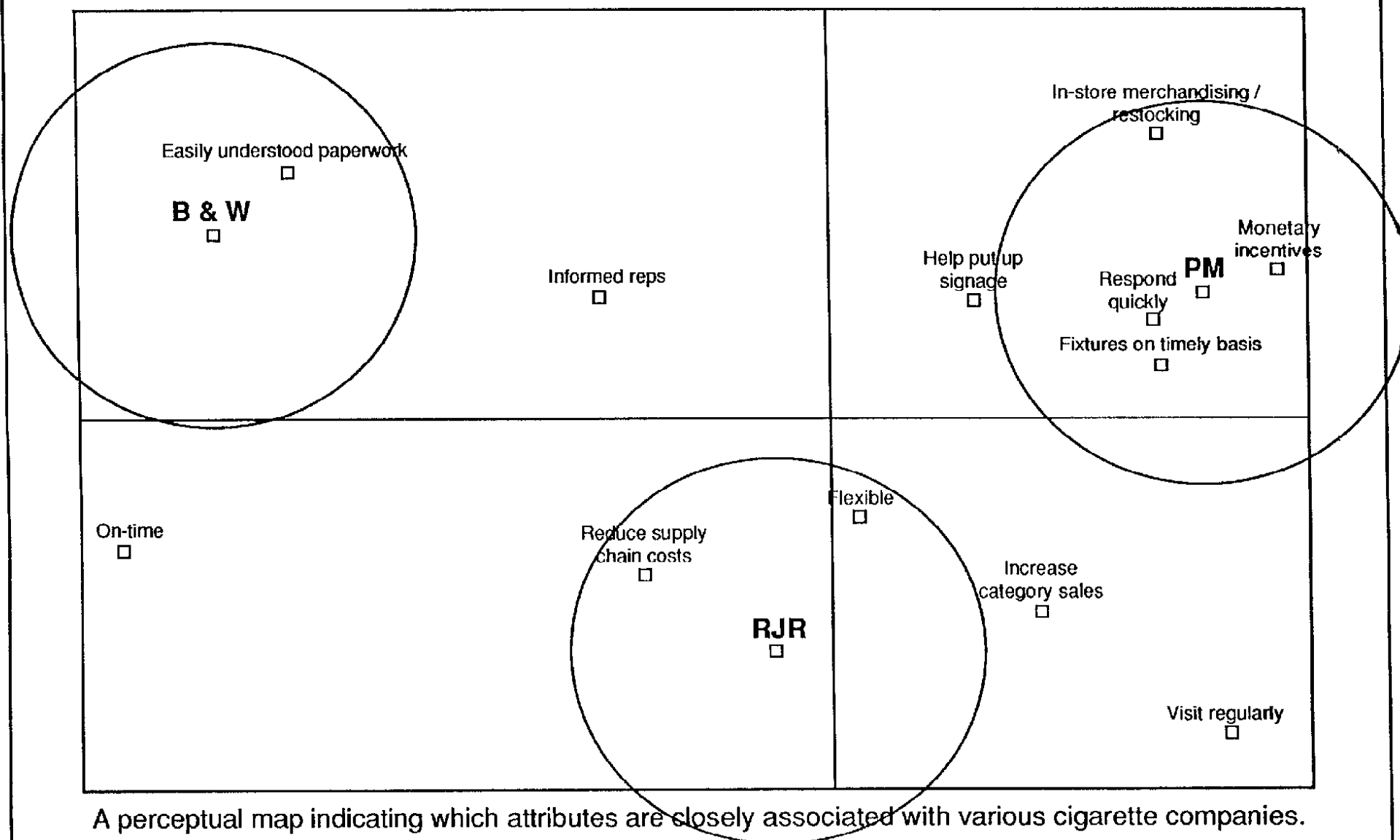


<sup>ψ</sup> Note: Significantly different from PM at 95% confidence level



# Service Imagery of Cigarette Companies

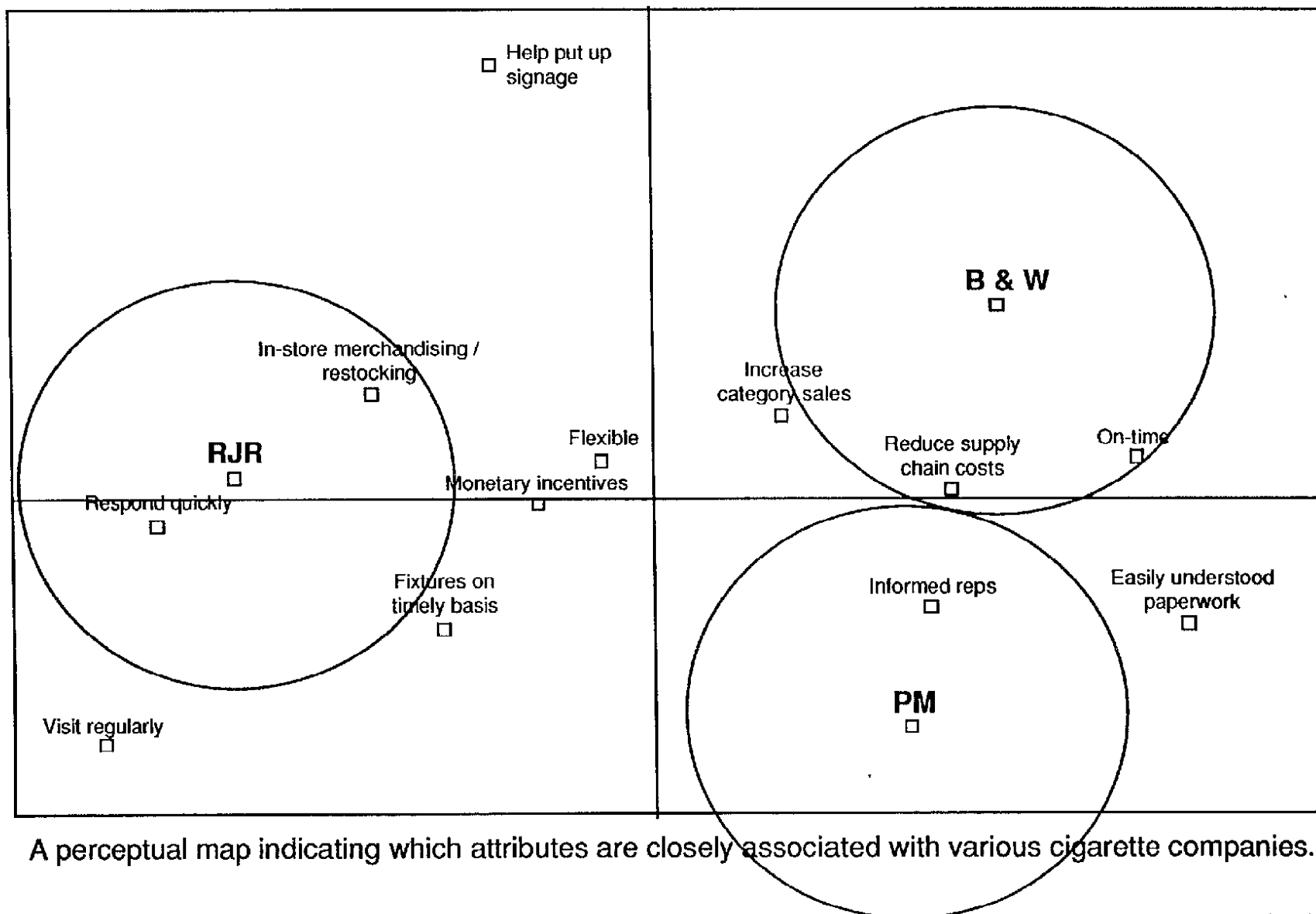
Retail Masters Members



A perceptual map indicating which attributes are closely associated with various cigarette companies.

# Service Imagery of Cigarette Companies

Non Retail Masters Members



A perceptual map indicating which attributes are closely associated with various cigarette companies.

2041988120

# Performance versus Expectations

Although Philip Morris is the rating standard setter in terms of retailer support services, there is room for improvement when viewing PM ratings vs. retailer expectations.

### GAP BETWEEN EXPECTATIONS AND EVALUATION OF PHILIP MORRIS

	<u>RETAIL MASTERS MEMBERSHIP</u>	
	<u>Members</u>	<u>Non-Members</u>
	(371)	(140)
	<u>%</u>	<u>%</u>
<u>SUPPORT SERVICES WITH HIGHEST EXPECTATIONS</u>		
Informed customer service reps	-8	-31
Provide on-time deliveries	-6	-21
Respond quickly to inquiries/problems	-11	-42
Make certain sales reps visit regularly	-8	-33
Be a company flexible to your needs	-15	-34
Monetary incentives for increased sales	-10	-31
Provide easily understood paperwork	-6	-21
<u>SERVICES WITH LESSER EXPECTATIONS</u>		
Suggest ways to increase category sales	-12	-30
Help put fixtures in on timely basis	-1	-21
Help Put up signage/other P.O.S. materials	+8	-25
Provide ways to reduce supply chain costs	-20	-36
Help with in-store merchandising/re-stocking	+16	-8

# Retail Masters Benefits/Problems


2041988122

# The Story -- Retail Masters

## General Benefits/Problems

---

- R.M. accounts see key benefits as:
  - Increased store traffic, promo. support, payments
- Non-R.M. accounts less likely to see benefits
  - Still, over half do perceive positive R.M. aspects, mainly increased store traffic due to promotional offerings
- Both mentioned *Areas of opportunity for* ~~problems~~ with R.M.
  - *Risk of shrink with* ~~Theft-prone~~ counter displays (R.M. accounts), inflexibility (non-R.M. accounts)



Both Plan Members and Non-Plan Members feel the main benefits of, or reasons for joining, Retail Masters is that the program helps increase store traffic and sales, mainly through its promotions and promotional support.

**BENEFITS OR REASONS FOR JOINING RETAIL MASTERS**  
**-Major Mentions-**

	<b><u>RETAIL MASTERS MEMBERSHIP</u></b>	
	<b><u>Members</u></b>	<b><u>Non-Members</u></b>
	<b>(371)</b>	<b>(140)</b>
	<b>%</b>	<b>%</b>
<b><u>Mentioned a Benefit</u></b>	<b><u>86</u></b>	<b><u>60</u></b>
<b><u>Increased Traffic In Store (Net)</u></b>	<b><u>60</u></b>	<b><u>39</u></b>
<b><u>Programs/Promotions (Subnet)</u></b>	<b><u>53</u></b>	<b><u>37</u></b>
Incentive programs increase traffic	28	12
Good promotions create sales/interest	15	17
<i>Promoted</i> <del>Lower</del> prices help sales	9	4
<b><u>Promotional Support (Net)</u></b>	<b><u>29</u></b>	<b><u>14</u></b>
<b><u>Program/Promotional Monies/Deals (Subnet)</u></b>	<b><u>21</u></b>	<b><u>10</u></b>
Offers good deals/allowances	11	5
<b><u>In-Store Support (Subnet)</u></b>	<b><u>2</u></b>	<b><u>5</u></b>
<b>No benefits mentioned</b>	<b>14</b>	<b>40</b>

A large proportion of both Retail Masters Members and Non-Members have no ~~problem~~ <sup>issue</sup> with the program. Of those who do, Plan Members most often mention "Poor counter displays", while Non-Members with complaints feel Philip Morris is not responsive or flexible.

**PROBLEMS OR REASONS FOR NOT JOINING RETAIL MASTERS**  
**-Major Mentions-**

	<u>RETAIL MASTERS MEMBERSHIP</u>	
	<u>Members</u>	<u>Non-Members</u>
	(371)	(140)
	<u>%</u>	<u>%</u>
<b><u>Mentioned a Problem</u></b>	<u>42</u>	<u>43</u>
<b><u>Poor Counter Displays (Net)</u></b>	<u>16</u>	<u>9</u>
Too much space	7	6
Too easy to steal from	10	2
<b><u>Company is Not Responsive/Flexible (Net)</u></b>	<u>9</u>	<u>18</u>
<b><u>Problems with Sales Reps (Net)</u></b>	<u>7</u>	<u>11</u>
<b><u>Poor Program/Promotions/Monies/Deals (Net)</u></b>	<u>5</u>	<u>11</u>
<b>No problems mentioned</b>	58	46



# Retail Masters - Feedback on Specific Elements

2041988126

# The Story -- Retail Masters Elements

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- Most R.M. accounts are positive about R.M. requirements and features
  - Marlboro in #1 position usually perceived as increasing total sales
  - R.M. increases store profits and provides competitive advantage *benefits*
  - R.M. payments/frequency seen as good
  - Non-compliance procedure seen as fair
- Low store level awareness of Flex Funds aspect
- R.M. accounts don't feel that R.M. helps them manage inventory or do job better
- R.M. accounts want improved counter displays

# The Story -- Retail Masters Elements (cont'd)

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2041988128

- Non-R.M. accounts see less benefit in R.M. elements
  - Inflexibility is top problem
  - Non-compliance process not viewed positively
- General negative PM "halo effect"
  - Dissatisfaction with sales visit frequency

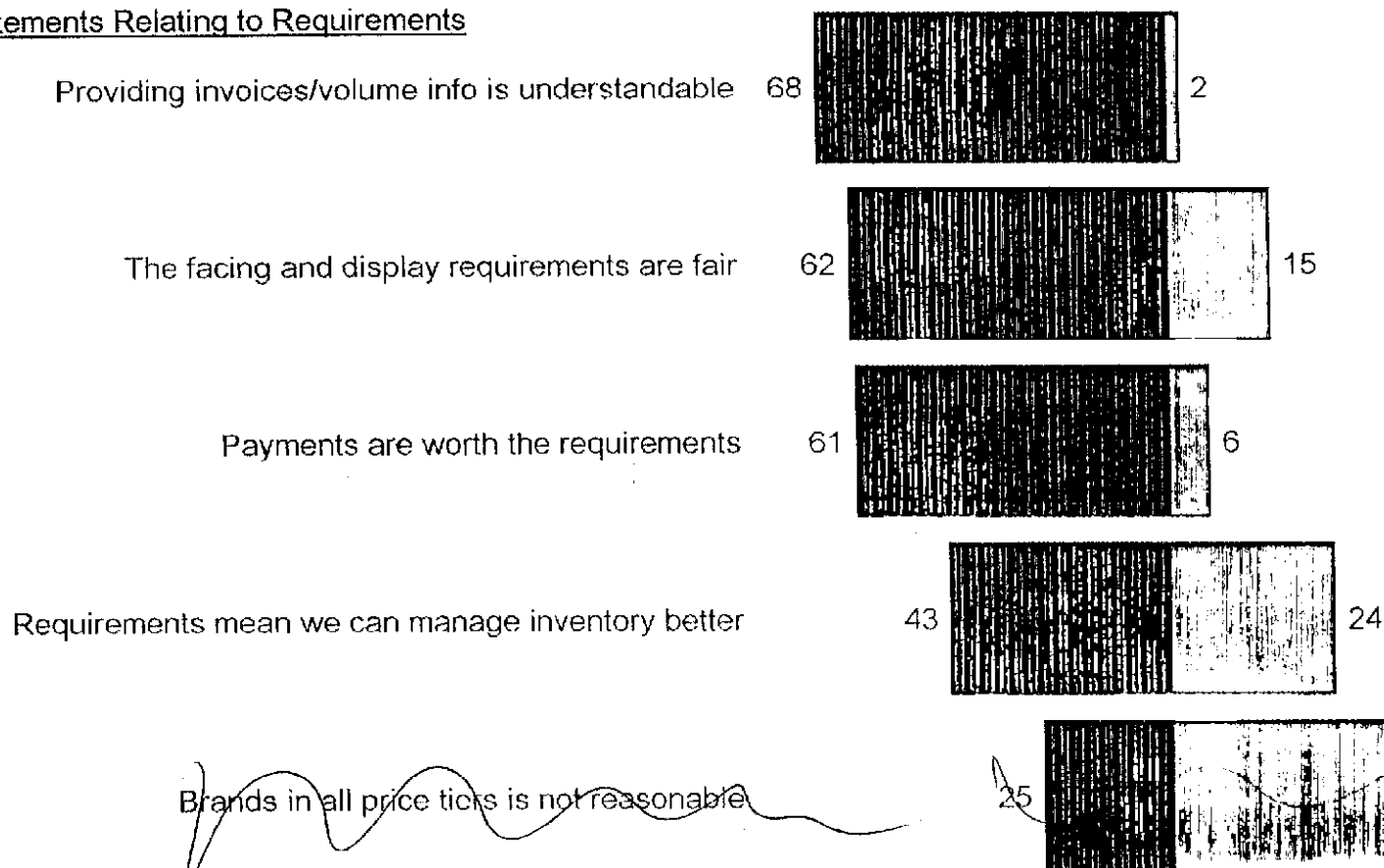
] How would they  
know?

The vast majority of RM Plan Members feel the plan's requirements are fair, understandable and reasonable. However, they do not feel that the requirements help them manage their inventory better.

# EVALUATION OF RETAIL MASTER'S PLAN REQUIREMENTS

-By Retail Masters Members-

## Statements Relating to Requirements



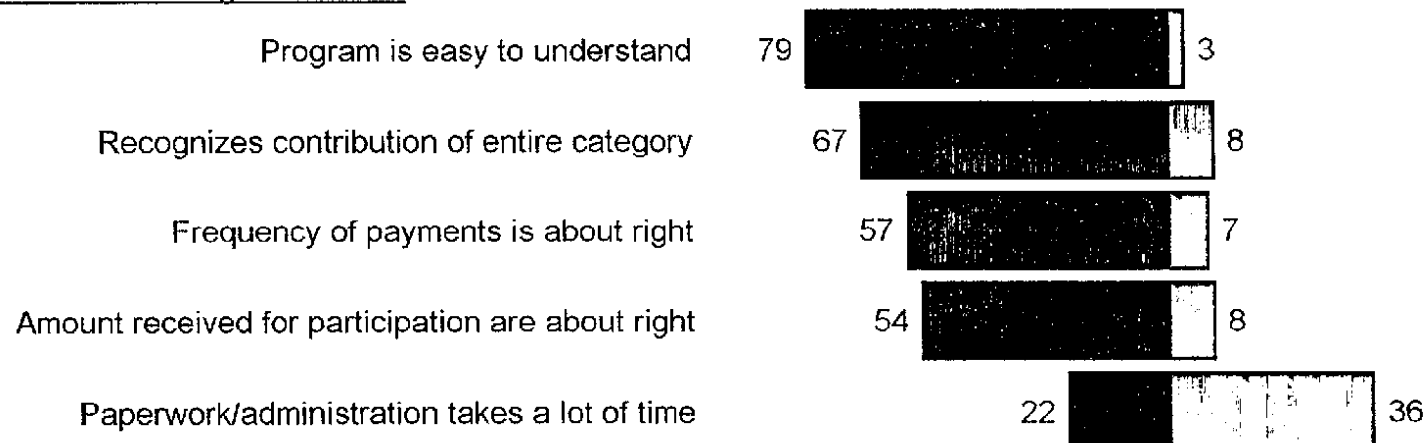
☒ Agree Strongly/Somewhat ☐ Disagree Strongly/Somewhat

Retail Masters Plan Members are also very positive toward the plan's features and its impact on their store, particularly its profits. However, they do not strongly feel that it helps them to do their job.

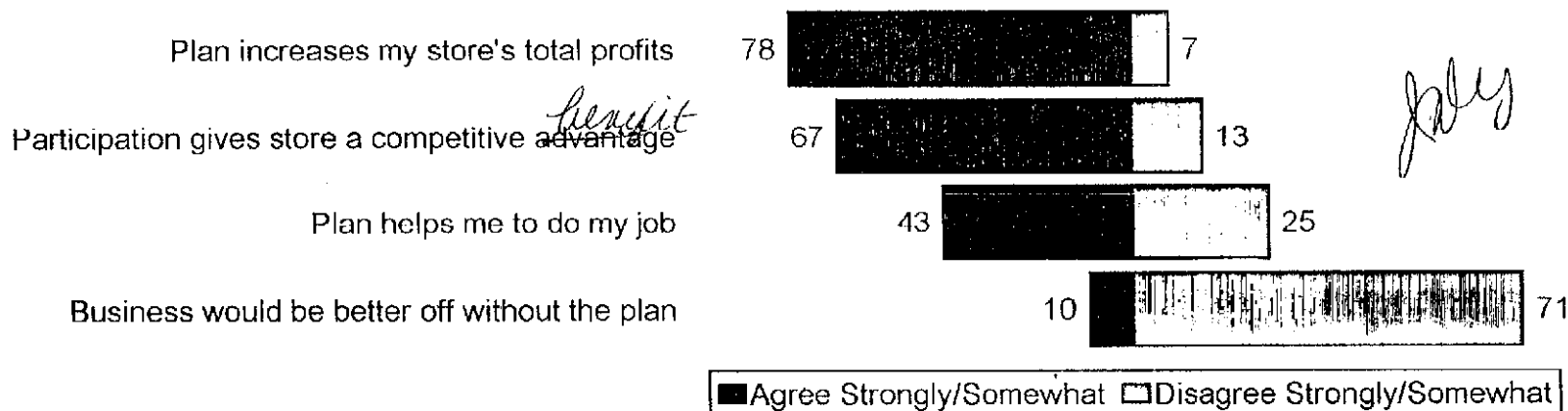
## EVALUATION OF FEATURES AND IMPACT OF RETAIL MASTERS

-By Retail Masters Members-

### Statements Relating to Features

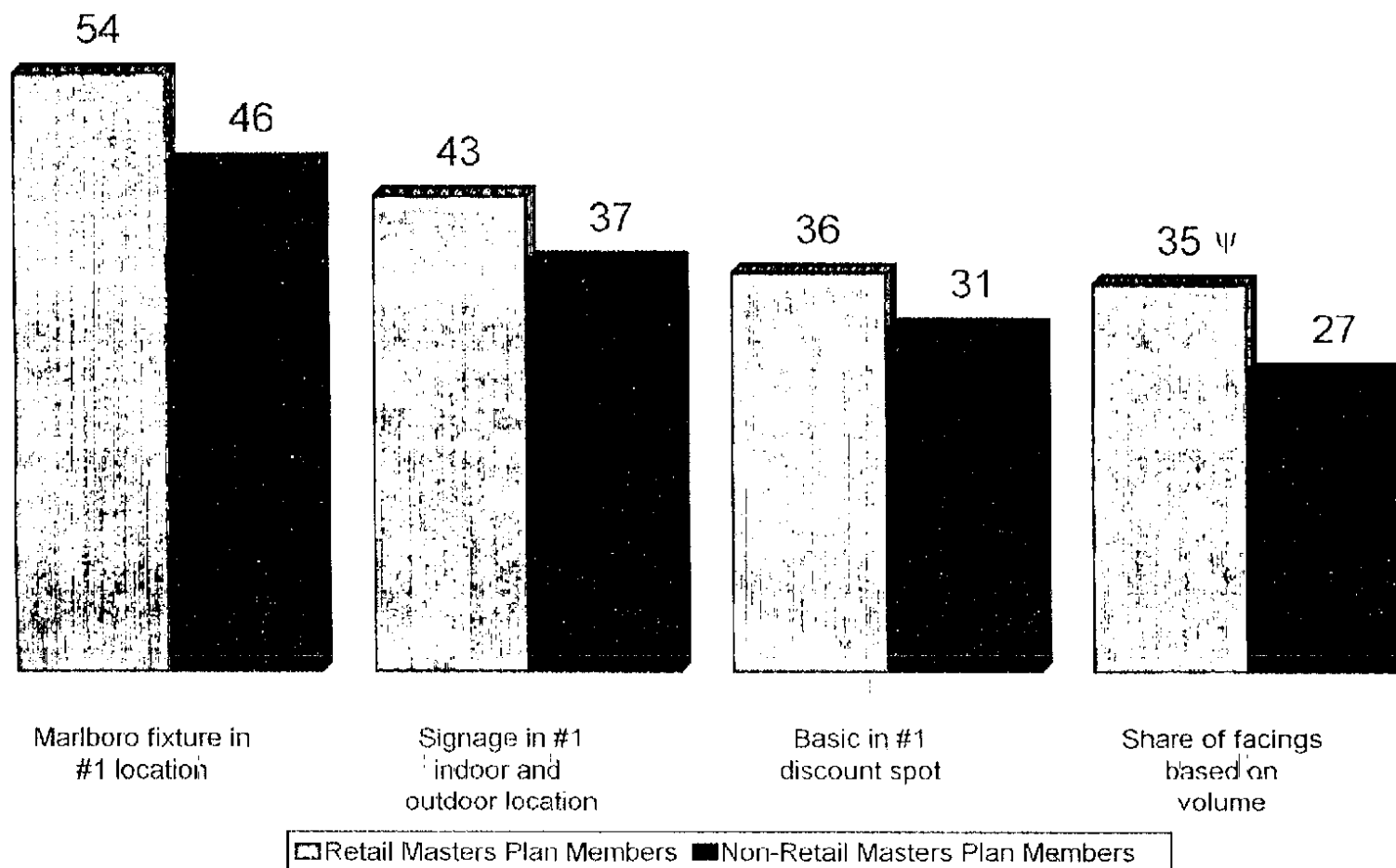


### Statements Relating to Plan's Impact



A large proportion of both RM and Non-RM retailers feel the shelf placement and P.O.S. requirements of Retail Masters increase total cigarette category sales.

EFFECT OF SHELF PLACEMENTS AND P.O.S. REQUIREMENTS UPON TOTAL CIGARETTE CATEGORY SALES  
-(% Saying Increases Total Cigarette Category Sales)-



<sup>ψ</sup> Note: Significantly different at 90% confidence level

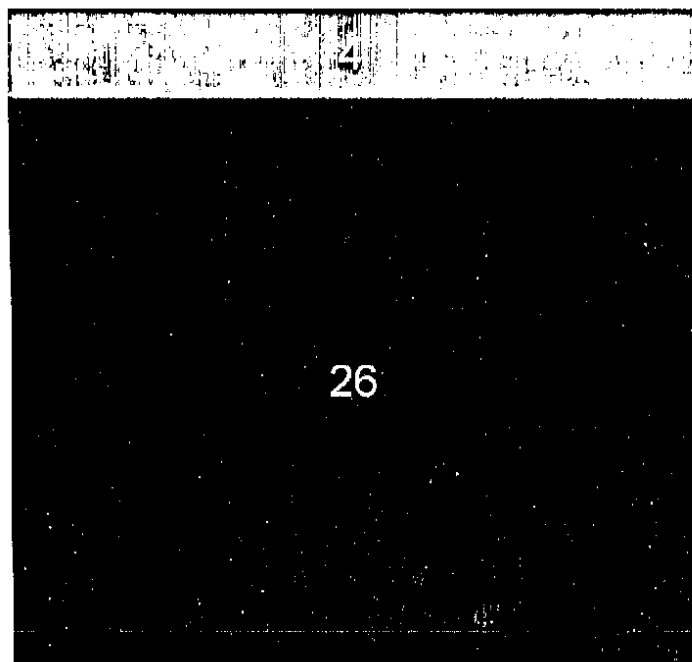
Less than one of three RM Plan Members are aware of Flex Funds. Awareness is almost non-existent among Non-Members (although some incorrectly think they use it). However, most Plan Members who are aware of Flex Funds use it.

# AWARENESS AND USAGE OF FLEX FUNDS

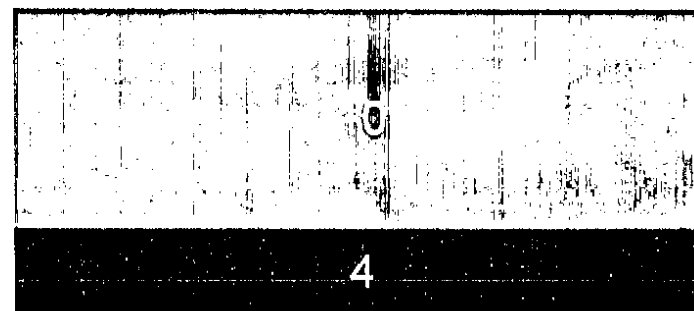
-(% saying that):-

— did you  
differentiate  
between RM  
participants who  
choose MPL 2 or higher  
and those on MPL 1  
w/ Flex?

*[Handwritten signature]*



Retail Masters  
Plan Members

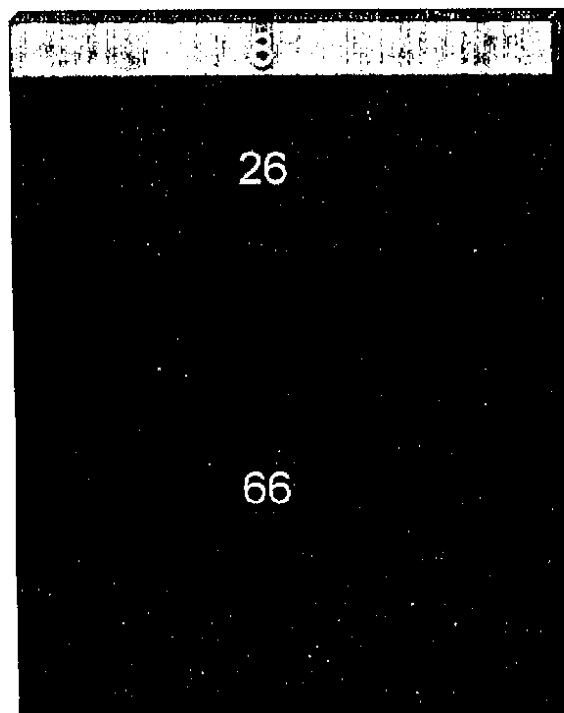


Non-Retail Masters  
Plan Members

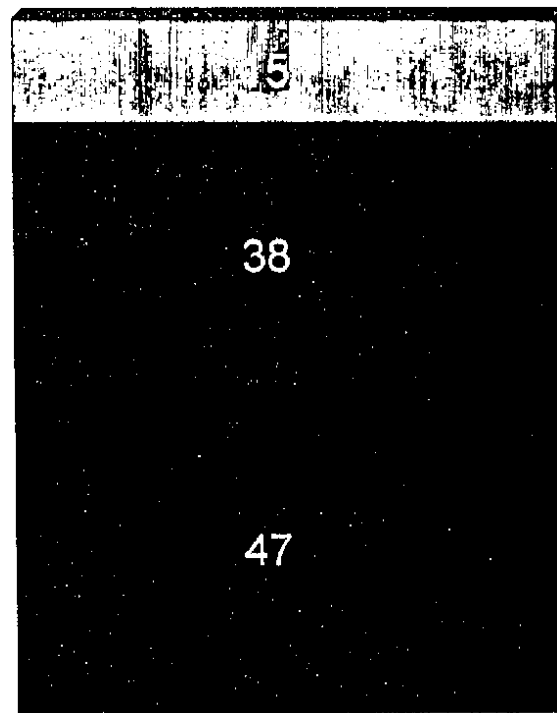
■ Use Flex Funds    □ Aware, Don't Use

Most RM Plan Members think the Retail Master's non-compliance termination policy is good. However, a substantial proportion of both Members and Non-Members do feel it is a bad policy

REACTION TO RETAIL MASTER'S NON-COMPLIANCE TERMINATION POLICY  
-(% saying the policy is:-)



Retail Masters  
Plan Members



Non-Retail Masters  
Plan Members

■ A Good Policy ■ A Bad Policy □ No Opinion

*It's not so much a 'policy' as it is not paying under a contract where performance of service is not rendered and, in repeated breach situations terminating contract for substantial breach of its performance terms*  
*July*



*same issue*

The reasons given for believing the non-compliance termination policy being bad mirror those for the general problems with Philip Morris - the rules are not flexible or allowed to be adjusted based upon the stores layout and the counter displays are easy to steal from. One of five also feel that enough warning is not given before charging the store with non-compliance.

**REASONS RETAIL MASTERS NON-COMPLIANCE TERMINATION POLICY IS BAD**  
**-Major Mentions-**

	<u>RETAIL MASTERS MEMBERSHIP</u>	
	<u>Members</u>	<u>Non-Members</u>
	(95)	(53)
	%	%
<b><u>Not Responsive/Flexible (Net)</u></b>	<b><u>44</u></b>	<b><u>57</u></b>
Not flexible/too dictatorial	25	42
Should be on case-to-case basis	16	15
<b><u>Unfair Counter Display Requirements (Net)</u></b>	<b><u>37</u></b>	<b><u>15</u></b>
Must keep display where they put it	16	13
Too much theft from display location	16	4
Don't have time to keep displays filled	8	2
<b><u>Unfair Penalty/Warning Notice (Net)</u></b>	<b><u>21</u></b>	<b><u>13</u></b>
Not enough time to correct problem	12	8
Sometimes not warned	8	4

*again, on what basis?  
do retailers not on the  
RM contract comment on  
non-compliance or  
termination?*

*guy*

Although generally positive regarding the program, 7 of 10 Plan Members made recommendations for improving Retail Masters. "Offer more and better promotions" and "Improving counter displays" were the two most often mentioned suggestions. Non-Members feel the program is not flexible enough and they also feel they are not contacted by a sales rep often enough.

**DESIRED CHANGES IN RETAIL MASTERS**  
**-Major Mentions-**

	<u>RETAIL MASTERS MEMBERSHIP</u>	
	<u>Members</u>	<u>Non-Members</u>
	(371)	(140)
	<u>%</u>	<u>%</u>
<b><u>Made a Recommendation</u></b>	70	87
<b><u>Offer More/Better Promotions (Net)</u></b>	35	37
<b><u>Improve Counter Displays (Net)</u></b>	21	11
Make displays theft proof "	9	1
<b><u>Improve Sales Reps Performance (Net)</u></b>	14	25
Reps should visit/call more frequently	5	19
<b><u>Make Program More Responsive/Flexible (Net)</u></b>	11	24
A more flexible program	6	14
Be more responsive to our needs	2	8
<b>Everything is fine/no changes recommended</b>	30	13

# Retailer Feedback -- R.M.

## Improvements

### • Offer More/Better Promotions

- "More price reductions and more promotions. When we get the Marlboro Van, we double our cigarette sales. We need this type of thing at least once a quarter."
- "They should offer more buy one get one free rather than discounting."

### • Counter Displays

- "Let's not keep so many cigarettes in our counter racks, to reduce shoplifting."
- "They make a big fuss about the fact that you have to take cigarettes away from kids who reach for them on the counter, but on the other hand, they insist on tying the promotional payments to the fact that you put the cigarettes on the counter where they are easily accessible to kids."

double the excuse  
for non-compliance, make  
they can catch kids who  
steal off the counter  
pls delete - Jm

July

okay

# Retailer Feedback -- R.M.

## Improvements (cont'd)

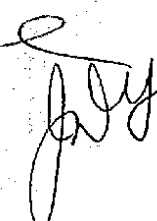
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- Improve Sales Rep. Performance

- "Change some of their representatives' attitudes. They are too pushy -- they think their company is better than the others when that is just not the case."
- "The biggest thing is to see a rep. come by. When they don't come, I don't know what they are offering."

- Make Program More Responsive/Flexible

- "They should be more flexible about where things are on the counter."
- "I would like to see more flexibility in the way that we could spend the money [Flex Funds]. Give us the promotional money and listen to us about what we should do. ~~Everybody drops their cigarettes to \$1.99 when they use their Flex Funds. I would like to give a free car wash using the Flex Funds.~~"



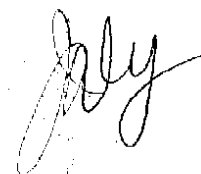
# Key Findings

- For R.M. accounts:
  - Retailers expect informed sales reps. who visit regularly, and PM is highest-rated company
  - Oversatisfying merchandising expectations
  - R.M. accounts feel the program helps sales/profits
    - Payments and promotions seem most popular elements -- visibility, category management principles less recognized
  - PM not perceived as helping grow total cigarette category (RJR better here)
  - PM perceived <sup>as</sup> poorly on flexibility
- For non-R.M. accounts:
  - Weaker perception of R.M. benefits
  - Non-R.M. accounts prefer RJR (and B&W) to PM

# Recommendations

---

- Work on improving image for:
  - Flexibility (for R.M. and non-R.M. accts.)
    - Create a <sup>an alternative</sup> less stringent plan for smaller non-R.M. accts. (pay for POS)
    - Category Management education/efforts can help
    - Responding quickly to account inquiries (1-800 #)
  - Keep emphasizing benefits of managing category
    - Marlboro visibility as vital as promotions, payments
  - Continue to de-emphasize TSM merchandising activities
    - Reinforce extension selling and other sales practices
  - Help address counter fixture <sup>theft</sup> problem





12/7 ↓

MICHAEL B. SLONE

Gunny + Jacqui

Here are 2 pages  
I plan to add to  
the retail master  
deck. PLS review,  
Could we back  
by next Mon.

Thank U!

To Jacqui  
am not certain - Mike  
last bullet is a  
requirement.  
- Henry

Mike  
JMS

2041988139A

# Key Retail Masters Elements

- Equitable Payments

- The frequency of payments I receive from PM is about right.
- The total dollar amount I receive from PM for participation in their incentive program is about right.
- The program from PM is easy to understand.
- The requirement to provide sales invoice and cigarette volume information to PM is understandable.
- The payments I receive from PM are worth the requirements for participation.
- The program from PM recognizes the contribution of the total cigarette category, not just a single brand.

- Category Management

- PM's requirements mean that this store can manage its cigarette inventory better.
- PM's incentive program helps me to do my job.
- PM's facings and display requirements are fair.

*[Signature]*  
12/1/95



# Key Retail Masters Elements (cont'd)

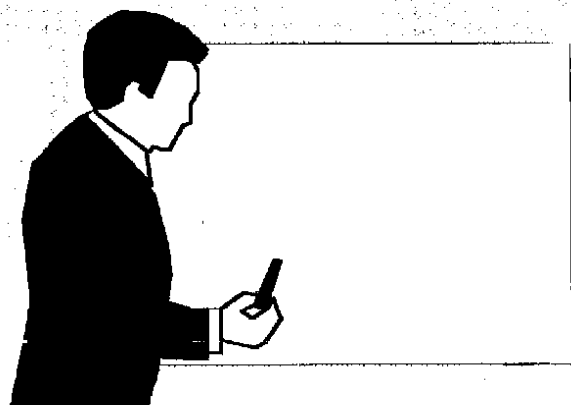
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- Profit-Generating

- This store's business would be a lot better off if it weren't for PM's incentive program. (negative correlation)
- PM's sales incentive program increases my store's total profits.
- PM's incentive program affects my total cigarette sales and profits.
- Participation in the program from PM gives me competitive benefits.

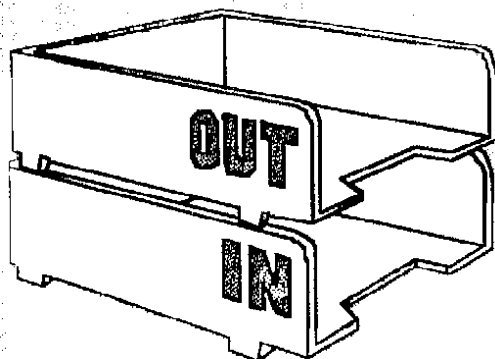
- Strict Policies/Time-Consuming Tasks

- The paperwork and administration for the program takes a lot of time.
- PM's requirement to feature their brands in all price tiers is not reasonable.



# 1995 C-Store Retail Masters Research

PART 3: HEADQUARTERS FEEDBACK



*Approved  
as sent  
by JDG  
+ VMM  
2/1/96*

2041988142

# Objectives

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- To measure C-store headquarter retailer service expectations/satisfaction
- To evaluate C-store headquarter retailer perceptions of Retail Masters
- To determine possible ways to improve Retail Masters and our overall service performance

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# Service Expectations

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- Higher level of expectations than at store level
- Same view of expected services
  - Informed TSMs
  - Flexibility
  - Provide monetary incentives
- Low level of expectations for merchandising activities
  - Similar to store level feedback
- Strong belief in preferred supplier relationship with cigarette manufacturer
  - Mixed feedback on PM USA ties

# Service Performance

---

- PM USA performance rated lower by HQ than by store level
  - Especially for "Informed TSMs", "Flexibility", and "Providing ways to reduce supply chain costs"
- Highest evaluations for:
  - Providing monetary incentives
    - "Good opportunities to maintain an edge over the competition as well as good monetary incentives."
  - Offering merchandising events (Marlboro Van)
- Different perspectives contribute to different perceptions
  - HQ sees the \$ rewards, but doesn't see the daily store dynamics

# Retail Masters Perceptions (cont'd)

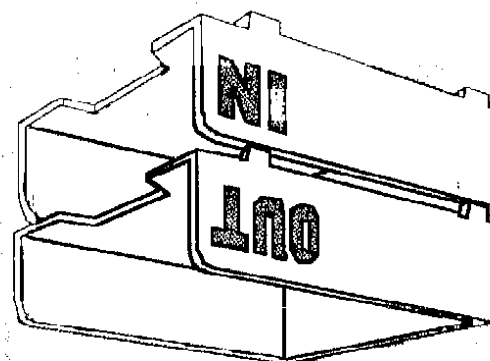
- Less positive than store level about certain aspects
  - Plan is not easy to understand *[more difficult]*
  - Rules and regulations worse than expected
    - Significant difference from store level
    - "It's somewhat inflexible. There's no give and take. They want too big a piece of the pie."
  - Facings/POS requirements not widely perceived as increasing category sales
    - Signage, Basic, share of facings least understood
    - "They dictate how you run your other cigarette stocking and counter spots."

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# Recommendations

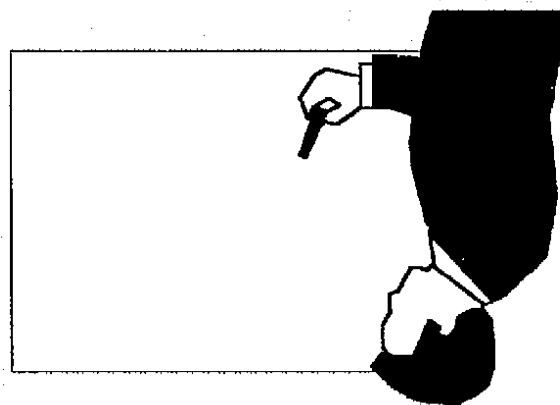
- Make case study presentations to HQ personnel demonstrating business effects of Retail Masters -- use examples of other (non-local) retailers in the program
  - Start to move their focus from buy side (payments) to sell side (higher sales/improved mix)
- Assortment and ROII aspects should be addressed
- Present a more flexible, consultative image -- listen to their concerns
  - Tell retailers about our Sales changes and philosophy
- Extension selling -- be clear about roles and responsibilities at store level
  - The stores are yours (you do the merchandising), but we're your category partners
- Examine Flex Funds attributes vs. competitive co-promotional programs

aggregate  
data for  
average/mean  
not  
specific  
accounts



Part 2: EVALUATION OF COMPANIES' TRADE PROGRAMS

# C-Store Retail Masters Research



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# Objectives

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- To examine differences in retailer perceptions between the top three tobacco companies' retail trade programs
- To examine strengths and weaknesses of the retail trade programs
  - Strengthen Retail Masters selling story

# Methodology

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- In-store interviews with convenience store retailers
  - July 31st-August 28th, 1995
  - 511 store level owners/managers (quantitative)
- Store level analysis focus:
  - PM USA vs. RJR vs. B&W -- Retail Trade Programs
  - Retail Masters. Partners. Performance Plus

# Presentation Contents

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- Key Findings -- "The Story"
- Detailed Store Level Findings
  - General Benefits/Problems of the Trade Programs
  - Feedback on Requirements, Features, and Impact
- Summary
- Recommendations

# The Story

- Members of each program feel that the program provides benefits
  - Increased store traffic, promotional support, deals
  - Similar feedback for each program
- Non-R.M. accounts have more extreme feelings toward R.M. than do non-members of the other two programs
  - More likely to see benefits, but also more likely to see problems
- Retailers have fewest complaints about PM USA's TSMs
- R.M. members more likely to feel payments are adequate
  - \$ and TSMs seem to be driving positive feelings toward program/PM USA
- PM USA <sup>perceived as not</sup> matches up poorly for being flexible

# Summary

- Members of each program feel that the program provides benefits
  - Increased store traffic, promotional support, deals
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- Non-R.M. accounts have more extreme feelings toward R.M. than do non-members of the other two programs
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- R.M. members more likely to feel payments are adequate
  - \$ and TSMs seem to be driving positive feelings toward program/PM USA
- PM USA matches up poorly for being flexible

# Recommendations

*"Flexibility" is not a practical consideration in interpretation and execution*

- Work on improving flexibility (for R.M. and non-R.M. accts.)
  - Category Management education/efforts can help (new DCM field position)
- Emphasize benefits of managing entire category (retailer empathy)
  - *Capitalize on* ~~Leverage~~ our strong TSM position, be valued category partner/advisor
  - PM USA is #1, but shouldn't act like a bully
- Popular brand visibility and availability as vital as promotions and payments
- Retailers like \$, PM USA likes shipments/share, so:
  - Work with retailers to reduce OOS, improve inventory/ROI position